

GAD-025-81  
23 July 1981

MEMORANDUM FOR: Office of Personnel, PMCD

THROUGH: Chief, Operations Group, OTS  
Chief, Support Staff, OTS

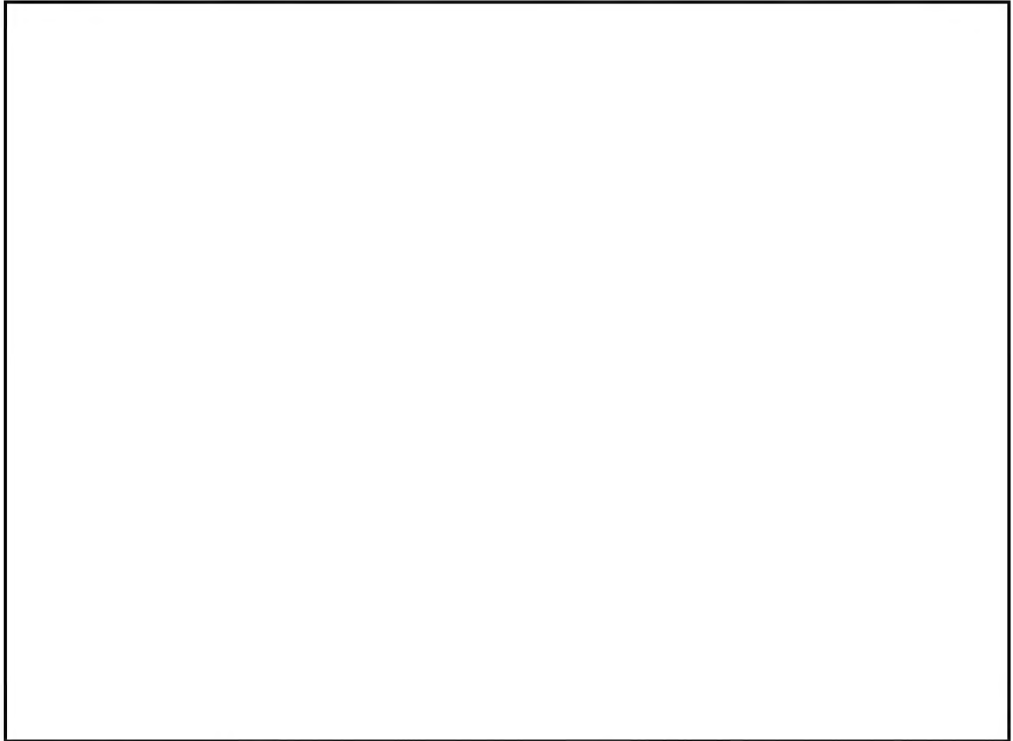
SUBJECT: OTS/GAD Assessment of Experiments with Alternate Work  
Schedules (AWS)

REFERENCE: OP Notice 20-81-15

1. As required by the referent OP Notice, submitted herewith is the Graphics and Authentication Division, Office of Technical Service, assessment of its experience with AWS.

- a. General--GAD management is pleased to report that its AWS experiment has been a success. Managerial and administrative glitches were few, minor and confined to the early stages of the program. GAD employees frequently have stated their pleasure with AWS and the voluntary participation of a large majority of them with AWS graphically confirms this opinion. GAD management feels that AWS affords added flexibility to work scheduling, has been an employee morale booster, and as explained below, has slightly reduced sick leave and overtime.

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c. Schedules--Before our AWS experiment the regular hours of work in OTS/GAD were 0830 to 1700. Those are still considered the "regular" hours as defined in this memo. GAD began experimentation with flextime in September 1979. Presently flextime in GAD ranges from 0700-1530 to 0930-1800. Within those early to late shifts starting times vary in even half-hour increments. Compressed time in GAD was begun in January 1981. Everyone on compressed time works four 10-hour days per week with hours of work 0700-1730. Days off for those on compressed time are either Monday, Wednesday or Friday.



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## 2. Efficiency of Government Operations

a. Productivity--GAD management feels that productivity has not been adversely affected by AWS. In fact, in the Graphics Branch/Press Section where compressed time is used extensively, there is a slight increase in productivity. At the beginning and the end of each shift there is a total of about one hour per man of preparatory time and clean-up time. Since each 40-hour compressed time week contains only four shifts instead of five, we estimate increased productivity of about one hour per man per week.

b. Use of Leave--Again, no discernible adverse effect and a slight beneficial effect on sick leave. To the extent that sick leave can be scheduled, e.g., dentist appointments, doctor appointments, etc., many on compressed time have scheduled these visits on their day off. Others on

flextime have scheduled visits late in the day. In both cases less sick leave is used than before AWS.

c. Employee Turnover--No noticeable effect. To the extent that employees seem to consider AWS a desirable option it is logical to assume that if there is an effect, it would be positive.

d. Overtime--Slight reductions noticed in overtime. Because the various positions are covered for a longer span of hours during the day, last minute rush jobs which previously would have required one or two hours overtime can be handled within normal hours of work.

e. Job Satisfaction and Morale--All employees are agreed that AWS has provided them with a desirable alternative. Since participation in AWS is voluntary nobody is unhappy because of AWS.

f. Mass Transit and Traffic--Employees feel that this is one of the main advantages of AWS. By travelling outside of the rush hours employees on flextime can reduce their travel time to and from work by as much as an hour per day. Those on compressed time realize travel time and mileage reductions each week of at least 20%. We have noticed no effect on mass transit.

g. Opportunities for Full and Part Time Employment--No noticeable effect. As in the case of employee turnover it is logical to consider AWS a desirable option which should have a favorable impact.

h. Individual and Families--No adverse impact. Since the program is voluntary those employees who do not care for AWS cannot be adversely affected by it.

### 3. Problems

Minor administrative problems were encountered early on in the AWS experiment in the areas of security check duty rosters and T&A records keeping. Both problems were solved internally by GAD to the satisfaction of employees and first-line supervisors. Employees have not made excessive requests for exceptions to work schedules. Requests that have been made were handled with compassion and common sense. GAD management has been firm but not inflexible in this matter.

### 4. Conclusions

GAD management and employees enthusiastically endorse the concept of AWS and jointly express the hope that it will become permanent. GAD experienced no significant difficulties with AWS and thus can offer no suggestions for improvement. However, several employees have expressed their wish to try the so-called 9-5-4 plan. We have been advised by PMCD that implementation of the 9-5-4 plan will have to await reprogramming of the computers that handle the Agency's payrolls.

